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FIRST COUNTRY COOPERATION FRAMEWORK FOR ECUADOR (1999-2003)

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INTRODUCTION

1. In preparing this United Nations Development Programme (UNDP) Country Cooperation Framework (CCF) for Ecuador, the Government's programmes and policies, as reflected in the Ecuador Social Agenda for the 21st Century, the National Social Development Plan, The Geography of Poverty in Ecuador, the Strategic Plan for Development and National Security: Ecuador 2025 and the sustainable human development strategies established in the Dialogue 21 process, have been taken into consideration. The CCF is also the result of consultations with the Planning Office, the Ministry of Foreign Affairs and members and representatives of various sectors of civil society, the private sector, agencies of the United Nations system, the international financial institutions and bilateral cooperation agencies.

2. The UNDP successor programming arrangements have also been taken into account, and programming aspects of the strategic results framework have been incorporated into the preparation of this document.

I. DEVELOPMENT SITUATION FROM A SUSTAINABLE HUMAN DEVELOPMENT PERSPECTIVE

3. The Human Development Report 1998 ranks Ecuador in 73rd place with a human development index value of 0.767. Ecuador is characterized by extreme economic and social disparities. According to the National Social Development Plan for 1996-2005, the key factors for poverty are: (i) stagnation of the economy; (ii) insufficient productive employment; (iii) ineffective, insufficient social spending; (iv) insufficient human capital development; (v) unequal distribution of wealth; and (vi) marginalization of broad sectors of the population.

4. During the period 1992-1997, gross domestic product (GDP) growth fluctuated between 4.3 per cent (1994) and 2.0 per cent (1996). Since the restoration of democracy (1980-1987), the average growth in GDP (2.7 per cent) has been almost equal to the population growth rate. It is estimated that in 1999 per capita GDP will fall by about 28 per cent, reaching US$ 1,150. During this same period, the economically active population grew faster than the number of jobs; in 1998, the underemployment rate was estimated at over 51 per cent and the unemployment rate at about 14 per cent.

5. Health indicators have improved since the beginning of the oil boom in the early 1970s, but they remain extremely disappointing. In 1996, life expectancy at birth was 67 for men and 73 for women. The mortality rate for children under one year was 35 per 1,000 live births in 1996. The rate of chronic malnutrition among children under five was 45 per cent. The proportion of the population with access to drinking water was 70 per cent in 1996 (82 per cent in urban areas and 55 per cent in rural areas). Furthermore, Government spending on health was extremely low during the 1990s, accounting for scarcely 1.9 per cent of GDP.

6. The variations between urban and rural areas are enormous. According to the Ecuador Social Agenda for the 21st Century, the poverty rate for urban and

rural areas was 49 per cent and 67 per cent, respectively. Over 15 per cent of the total population lives in extreme poverty.

7. The indigenous population and other minorities have traditionally been excluded from the country's social and political life; for this reason, they are particularly vulnerable to, and extremely affected by, poverty. The mortality rates for indigenous groups are greater than for the rest of the population; in Imbabura, for example, the 1994 infant mortality rate was 74.6 per thousand for the non-indigenous population and 145.2 per thousand for indigenous persons.

8. The Indigenous and Tribal People's Convention (International Labour Organization (ILO) Convention No. 169) has been adopted by Congress and ratified by Ecuador; its principles have been incorporated into the new Constitution.

9. Gender disparities, discrimination and various forms of abuse and mistreatment of women persist in Ecuador. Women suffer more from poverty than do men. Illiteracy is also more common among women than among men, particularly in rural areas. Approximately 40 per cent of births are not attended by trained staff and, as a result, the maternal mortality rate is high: 150 per 100,000 live births. Most working women are employed in the parallel or informal sector; this type of work is poorly paid and unstable. Women are paid less than men for similar work, earning only 18 per cent of all wages paid.

10. The Act Prohibiting Violence against Women came into force in 1995. It was the result of cooperation between the National Council for Women, women lawyers and judges, organized women's groups, non-governmental organizations (NGOs) and the congressional Committee for Women, Children and the Family, with support from the United Nations system.

11. Beginning in the early 1970s, there was a great improvement in education. However, public spending in this sector declined in the 1980s and fell from 6 per cent to 3.5 per cent of GDP in the 1990s. Although the literacy rate is high (averaging 90 per cent), it is common for students to repeat a grade or drop out of school; these problems are closely linked to poverty, child labour and malnutrition. Students complete an average of 7.6 years of the 10-year basic education programme; that figure drops to 4 years in rural areas.

12. Over 1,850 cases of HIV/AIDS infection were recorded in Ecuador in 1998. In view of the lack of accurate statistics on this illness, the real number of cases is estimated at between 15,000 and 18,000. Nevertheless, insufficient funding has been allocated to the problem in the State budget. The NGOs working in this field are carrying out extensive programmes to prevent infection and provide care for HIV-positive people.

13. Ecuador is facing severe institutional problems which affect governance; these include a lack of consensus between State powers; an inadequate judiciary; lacunae in oversight bodies, particularly in the banking sector; slow progress in decentralization owing to a lack of capacity in the municipal and provincial governments; lack of State policies and a consequent absence of medium- and long-term continuity; limited efficiency in the State administration at the central, provincial and municipal levels; problems of transparency in the public

and private sectors; taxation and budget problems; and labour conflicts between the governments and the trade unions for government workers.

14. In February 1997, the President was removed from office and replaced by an interim Government until August 1998. A Citizen's Anti-Corruption Commission was established in March 1997 in response to a public call for transparency and accountability. A Constituent Assembly was established by popular election and reformed the Constitution. In addition, recent years have seen progress in consensus-building, civic agreements and the establishment of dialogue as a result of civil society's increasing participation in national development.

15. Negotiation of the social pact between the Government, workers and business leaders was given new impetus in early 1997 with the support of the United Nations system. Negotiations were carried out at five round-table discussions and led to important progress towards general consensus.

16. The new Government, which took office in August 1998, faced innumerable structural problems, including the fiscal deficit; conflicts with government workers' unions; inflation; the crisis in the banking system and problems resulting from El Niño. The result has been a difficult social and economic situation requiring the adoption of structural adjustment measures.

17. The modernization of the State (Act of 1993) received support from the UNDP governance programme and is continuing thanks to a World Bank loan. The decentralization of State powers was promoted by the adoption of the 1997 Decentralization Act.

18. The conditions of social inequality, in a situation characterized by high rates of poverty and population growth, have placed a great strain on the environment, threatening the sustainability of economic and social development. Among the most serious problems are the settlement of the Amazon region; soil erosion and depletion in the Andean region; and deforestation as a result of uncontrolled logging, with its negative effects on biodiversity and the production of greenhouse gases. Old growth forest is being lost at a rate of approximately 200,000 hectares a year. The uncontrolled exploitation of coastal resources is harming the swamps, only 14 per cent of which have been designated as protected areas. Water pollution is a growing problem which affects many rivers, lakes and aquifers as a result of both the lack of adequate sewerage and drainage systems and the use of polluting technologies. Generally speaking, the treatment and ultimate elimination of solid waste, including hazardous wastes, remains insufficient in both urban and rural areas.

19. From the institutional point of view, the principal achievements of recent years have been the establishment of a Ministry of the Environment, the adoption of an Ecuadorian Environmental Plan and improvement in the environmental management capacities of NGOs and government agencies. Ecuador has ratified the Framework Convention on the Conservation of Biological Diversity, the United Nations Framework Convention on Climate Change, the Convention to Combat Desertification and the Montreal Protocol. It has also begun to develop a national Programme 21 with support from UNDP.

20. Owing to the extreme vulnerability of its natural environment, Ecuador is one of the countries most likely to suffer the consequences of natural disasters, a fact which poses a threat to sustainable development and poverty relief. In addition, there is very little institutional capacity for the prevention and mitigation of natural disasters, as was demonstrated recently during El Niño of 1997-1998.

II. RESULTS AND LESSONS OF PAST COOPERATION

The previous programme

21. In 1997, Ecuador received US$ 96.4 million in non-reimbursable funds through external cooperation, 74 per cent of it from bilateral sources. Of the total received through non-reimbursable multilateral cooperation (US$ 18.85 million in 1997), UNDP was the fourth largest donor with US$ 2.55 million, followed by the Inter-American Development Bank (IDB) with US$ 7.45 million, the European Union with US$ 5.3 million and the United Nations Children's Fund (UNICEF) with US$ 2.76 million. UNDP made strategic use of seed capital to strengthen the modernization and decentralization of the State; protect biodiversity and natural resources with the help of, inter alia, the Global Environment Facility (GEF); and promote national efforts to eradicate poverty and strengthen human development.

22. The fifth technical cooperation programme between the Government of Ecuador and UNDP covered the period 1992-1996. Owing to the political situation, described in the note on the extension of that programme (DP/CP/ECU/5/EXTENSION I), it was inadvisable to begin the new CCF with Ecuador until 1999, when the Government was installed and began a full term of office which would run from August 1998 to January 2003.

23. The fifth programme established three areas of concentration: (a) economic diversification; (b) poverty eradication; and (c) rationalization of State management. The distribution of funds among these three areas differed from what had been planned. At the mid-term review, it was determined that 52 per cent of the funds had actually been devoted to poverty eradication whereas only 34 per cent had been allocated for that purpose; 45 per cent to rationalization of State management whereas 28 per cent had been allocated; and 1 per cent to economic diversification whereas 28 per cent had been allocated. A combination of changes in Government policy and mandates arising from international conferences led to a mid-term review of the following objectives: (a) sustainable management of natural resources; (b) poverty eradication, including the advancement of women and employment; and (c) modernization of State management.

24. Lastly, the projects supported by UNDP during the fifth programme mobilized major funding from governmental, multilateral and bilateral sources: a total of $US 157 million with an average of US$ 22.4 million a year. The indicative planning figure (IPF) for the period 1992-1996 was US$ 6,173,000.

25. During the fifth programme, UNDP cooperated with the international financial institutions, including the World Bank, in sectors such as education,

health and basic sanitation, promoting social investment in rural and marginal urban areas through models for community participation and strengthening the implementation capacity of the public sector. Recognition of the importance of community participation has caused the World Bank to take it into consideration as part of Ecuador's matching contribution.

26. Modernization of State management has included cooperation with the municipality of Quito in municipal training programmes, urban transportation and restoration of the cultural heritage of the historic town centre with funding from local sources and bilateral loans. A similar programme in the municipality of Guayaquil is producing remarkable results. Ecuador is the headquarters for the Urban Management Programme for Latin America, which has reached its third stage of implementation.

27. UNDP has promoted community-based poverty relief programmes in peri-urban and rural areas. The self-management programme has attracted US$ 30 million in investments for production and health activities with a gender perspective. In the case of the GEF Small Grants Programme, UNDP has developed a participatory methodology which combines conservation and production with a view to sustainable development at the local level. UNDP also cooperated with the Social Investment Fund (SIF) to provide support for poor communities.

28. With respect to the environment and sustainable development, UNDP support made possible the promotion of economic activities compatible with the sustainable use of natural resources, particularly in the buffer zones bordering protected areas. This involved the active participation of communities and, above all, of rural women.

29. As regards education, the Ministry of Education school snack programme was implemented under a new management model developed with technical and operational support from UNDP and funded by the Government and the World Food Programme (WFP). Nutritional supplements were provided to 660,000 children at 8,173 schools during the school year.

30. Support for human rights has been provided through a joint programme with the Armed Forces which incorporated the subject of human rights and democracy into basic training for soldiers and set up an ongoing training programme for instructors; the results have been recognized by the Office of the United Nations High Commissioner for Human Rights. A joint human rights programme with the police has also been introduced.

31. Another aspect of cooperation involved comprehensive support for prevention and mitigation of the effects of natural disasters such as the earthquakes and droughts which occurred in 1993 and 1996, respectively, in the la Sierra region; and, in 1997-1998, El Niño, which seriously affected the la Costa region and the Andean slopes. UNDP coordinated humanitarian assistance and assessment of the social and economic effects of El Niño and evaluated the need for sustainable rehabilitation and reconstruction.

Lessons learnt

32. The mid-term review demonstrated that UNDP support has made a substantial contribution to national institutions, particularly through strong, sustainable UNDP support for the process of modernizing the State and combating poverty and in the areas of health and education. Through nationally executed projects, UNDP helped to strengthen the human resources of State institutions. As a result, the country increased its absorptive capacity for multilateral loans.

33. There is a growing trend towards national execution. In 1992, 25 per cent of projects were implemented in this way; by 1996, the proportion had risen to 71 per cent. During the fifth programme, it will be necessary to improve national execution by continuing to strengthen the capacities of national officials, supporting modernization of State management and developing instruments and indicators to facilitate monitoring and assessment of project results.

34. From the beginning of the previous programme, frequent changes in the policies of the Government and the authorities and the resulting dismissal of experts required frequent changes in international cooperation. UNDP and the other donors endeavoured to maintain the agreed parameters of cooperation and to preserve benefits for vulnerable groups, but they were hindered by problems of coordination with the Government. This made implementation difficult and lessened the efficiency of cooperation. Owing to the growing fiscal deficit, there were delays in the Government's provision of matching funds. The new Constitution calls for the establishment of a new planning body and of an Ecuadorian External Cooperation Agency, which will coordinate non-reimbursable and reimbursable cooperation. It is hoped that this will solve the above-mentioned problems.

35. Since the early 1990s, as a result of the decisions taken at the Earth Summit, UNDP has promoted sustainable development by establishing a close link between environmental issues and those related to economic development, social equity, human settlements and poverty relief. The environmental projects have led to progress in sustainable management through community initiatives and technical assistance.

36. Popular traditions and culture should be incorporated into projects in order for the people to participate actively in the sustainable management of environmental, social and economic resources.

37. During the fifth programme, UNDP included a gender component in its projects, focusing on issues of self-management, human rights and community management of national resources. Training programmes for women led to better management and implementation of production projects to improve the quality of life of families. In addition, women, once organized, work together to solve common problems.

38. The experiment in coordination of international cooperation was successful in protecting biodiversity and promoting sustainable development in the Galapagos Islands, making it possible to avoid duplication and to take advantage of complementary factors.

III. PROPOSED STRATEGY AND THEMATIC AREAS

A. Strategy

39. The programme of the Government which took office on 10 August 1998 focused on the areas listed below.

40. Governance: Promote human rights, reform the judiciary, eliminate corruption, ensure government transparency, improve the functioning of the police, promote national integration, support decentralization and build capacities for the implementation of political, economic and administrative authority.

41. Efforts to combat poverty: Introduce the "Third Way" into economic development by combining economic policies with State-sponsored social benefits and increasing social spending on vulnerable groups in areas such as education, health, housing and job creation.

42. Peacemaking: Promote binational development projects, regional integration, domestic peace and national integration and restore the self-esteem of Ecuadorians after the signing of the peace agreement with Peru.

43. Respect for diversity: Promote culture, ensure respect for the ethnic diversity of minorities, restore gender equity and ensure participation and free communication within society.

44. Sustainable development: Protect, maximize and ensure equitable distribution of biological diversity and water and hydrocarbon resources, incorporate environmental standards into all programmes and projects, promote the tourism sector, preserve the Galapagos Islands as a biological symbol and rebuild the coastal region in the wake of El Niño; promote production potential by removing obstacles and disseminating information on past achievements.

45. Economic plan: Restructure the economy, re-establish macroeconomic equilibrium, control the fiscal deficit and internal and external debt, combat inflation, stimulate economic growth, improve taxation, increase social spending and redistribute the budget and administrative mandates through a policy of decentralization.

46. The country has suffered a series of external and internal crises which have resulted in a depressed economy, a sudden rise in inflation, an alarming fiscal deficit and a growing external debt. In order to overcome the crisis, it is essential to resolve the acute economic problems. The Government plans to promote economic growth at a rate higher than the current demographic growth rate of 2.2 per cent and hopes to achieve a 5 per cent annual growth rate, lower the annual rate of inflation to 10 per cent, increase profits from exports to 7.2 million dollars a year and raise social spending by 70 per cent. In light of the current severe crisis, macroeconomic goals must be reduced to realistic levels; 1999 will be an important year for the restoration of control over the social and economic sectors. Once the country's economy has been restructured, recovery may be possible in the year 2000.

47. In view of the poverty in which Ecuador's people live, the country's enormous potential, the need for reform and past experience, the following combined strategies have been proposed as a means of maximizing the effects and the sustainability of UNDP cooperation: (i) endeavouring to achieve complementarity with the activities of United Nations agencies in follow-up to international conferences in order to take maximum advantage of international cooperation through the use of a programme approach; (ii) promoting gender equity and fostering the role of marginalized and vulnerable groups through political, economic and social participation and natural resource management; (iii) supporting decentralization by providing training, advice and operational support in critical areas; (iv) promoting priority issues in order to establish consensus; (v) diversifying the partners in cooperation by including local governments, organizations of civil society, NGOs and grass-roots organizations; (vi) using the technical cooperation among developing countries (TCDC) approach and the services of the United Nations Volunteers (UNV).

48. Bearing in mind the needs described in chapter I, the Government's programme, the country's recent social, economic and political problems, the UNDP mandate and comparative advantages, the available resources and strategies, the sixth CCF for Ecuador focuses on three interrelated areas: (a) sustainable development; (b) governance; and (c) poverty eradication. All three areas will incorporate a gender perspective.

B. Thematic areas

Sustainable development

49. UNDP, in close cooperation with the national authorities and civil society and supported by its own Capacity 21 programme, promoted a national dialogue to define priorities for sustainable development. There was widespread participation in this "Dialogue 21" by representatives of the various social groups and regions of the country. At the initial stage, four areas of activity for the development of a national programme were established: (i) a focus on people, through education and social equity; (ii) sustainable capacity development in the areas of, inter alia, agriculture, natural resources and ecotourism; (iii) promotion of participation and of responsible citizenship; and (iv) national integration and promotion of peace within the country and abroad. The various social sectors have committed themselves to pursuing these goals and to establishing mechanisms to expand and extend that process in order to promote State policies and local sustainable development programmes. In particular, there is a need to establish decentralized mechanisms for coordination and dialogue with broad political and social participation from Ecuadorian society, focusing especially on the active participation of Ecuadorian women.

50. In order to achieve the sustainable development of production potential and of the country's natural and environmental resources, regulations must be established in the public and private sectors. The introduction of non-polluting technologies, emissions controls and monitoring of compliance with environmental standards are areas in which UNDP, in cooperation with GEF, the United Nations Environment Programme (UNEP), the United Nations Industrial Development Organization (UNIDO) and other bodies, will provide support to the

local and national governments. It will also cooperate with the Ministry of the Environment in the planning and implementation of environmental management projects, adopting a programme approach and using decentralization standards. Pursuant to international treaties, it will continue to strengthen protected areas and to support the development of strategies to protect areas which are of global importance with respect to biodiversity and climate change.

51. Also noteworthy in the area of sustainable development is the reconstruction of the la Costa region after El Niño, which requires land use planning, development of catchment basins and reforestation in order to make Ecuador less vulnerable to the future effects of this cyclic phenomenon. From the beginning, UNDP and the United Nations system have helped to coordinate emergency action and accurate assessment of damage. UNDP can support reconstruction by applying the national execution model, providing technical operational assistance and promoting increased efficiency and monitoring of activities to ensure that reconstruction stimulates economic growth. It is also important to incorporate vulnerability variables into planning and reconstruction and to develop disaster prevention and mitigation systems in order to avoid future economic losses, environmental damage and negative effects on the well-being of the population.

52. The international community has displayed particular interest in cooperation with respect to the Galapagos Islands, which is part of mankind's natural heritage. UNDP, GEF, the Ministry of the Environment, the National Park Service, the Charles Darwin Foundation and other donors are uniting their efforts by cooperating in conservation programmes which provide for the needs of the Islands' population, establishing a sustainable development model which will make it possible to exploit their potential for tourism and scientific research without threatening their fragile ecosystem. In other protected areas, partnerships will continue to be formed with other sources of cooperation in order to increase opportunities for investment compatible with the use of natural resources, focusing particularly on the buffer zones bordering these areas.

53. Since the principles of the Indigenous and Tribal Peoples' Convention (ILO Convention No. 169) have been incorporated into the new Constitution, the implementation of these principles will make it possible to reclaim the cultural and legal values and traditions of indigenous peoples, renewing respect for ancestral knowledge as a means of developing culturally diverse models for sustainable development. UNDP and the other United Nations agencies will continue to promote the rights of indigenous peoples and their active participation in the life of the nation.

Governance

54. The new Constitution, which came into force on 10 August, represents a major legislative advance which will lead to improved governance. Its effective implementation is of great importance to the country's economic and social development and to State reform. Dissemination of the Constitution to the public and citizens' knowledge of their rights and responsibilities will promote governance in Ecuador.

55. Modernization of the public sector is a priority of the Government, which hopes to rationalize the distribution of responsibilities between the public and private sectors, thereby improving both services and the efficiency of public spending. The Fiscal Covenant is a priority for the goal of stabilizing the country's economy and society. The Government is also promoting transparency in governance, the doctrine of accountability and the struggle against corruption. UNDP will support governance development programmes targeting the Office of the President and the social sectors. Support for the Citizen's Anti-Corruption Commission will strengthen activities intended to introduce transparency into public and private management.

56. The judiciary has begun a substantive reform in order to lay the foundation for a modern justice system. UNDP, in close cooperation with the World Bank, will provide operational support and technical assistance for the reform, primarily by training prosecutors and treasury officials. A proposal for a system of Ombudsmen for people with limited financial means will also be developed. Efforts will be made to coordinate these activities with programmes of bilateral cooperation between Ecuador and France, Spain and the United States.

57. In commemoration of the fiftieth anniversary of the Universal Declaration of Human Rights, UNDP has participated from the beginning in the development of the National Human Rights Plan in cooperation with broad sectors of civil society. This Plan will be implemented through a joint programme with the Office of the United Nations High Commissioner for Human Rights and with support from UNV and other agencies of the United Nations system, including the United Nations Development Programme for Women (UNIFEM) for matters relating to women's human rights.

58. In 1996, owing to conflicts in the area of labour relations, negotiations on the social pact were initiated between representatives of the Government, trade unions and employers; progress has been slow. However, UNDP and ILO will continue to support the process, the goals of which are to modernize labour relations, provide vocational training and create jobs. The social pact involves reform of the social security system, and the Government has taken decisive measures to find solutions to the insolvency of the system and to adopt a social management approach.

59. The State Decentralization Act was adopted in 1997. Its implementation will make possible increased public participation in decisions of importance to citizens and in public monitoring of implementation of such decisions. However, there is a continued need to strengthen municipal management, particularly in the areas of social issues, tax collection, water supply, sewer systems and urban transportation. By adopting a programme approach, UNDP will support programmes to provide training and technical and operational assistance with decentralization, including expansion of the community self-management programme with a focus on the la Costa region and on preparation of the Ecuadorian-Peruvian Binational Plan.

Poverty eradication

60. Of the total population, 62.49 per cent live in poverty with no access to basic social and legal services or to credit and with no other means of improving their living conditions through their own efforts. Poverty eradication is a goal shared by the Government and UNDP. The creation of productive employment is essential to the achievement of effective results in the area of poverty eradication. UNDP, together with ILO, the United Nations Conference on Trade and Development (UNCTAD), the International Trade Centre (ITC) and UNIDO, will support programmes aimed at creating new jobs and improving existing ones; endeavour to improve access to credit for the parallel or informal sector of the economy and for small-scale farmers and businesses; and promote both employment in highly labour-intensive export sectors leading to economic growth and the sustainable use of natural resources.

61. In order to improve the living conditions of marginal and low-income groups, UNDP, in cooperation with the World Bank, will continue the water supply and sewer systems programme, particularly in rural areas, with the help of the people concerned. This programme will be closely linked to the improvement of preventive health services with a focus on the quality of services and on universal coverage. The reform recently undertaken in this sector will involve diversification of health service providers according to the needs of the population. With respect to population and reproductive health policies, UNDP, together with other participants in the Joint United Nations Programme on HIV/AIDS (UNAIDS), will continue to strengthen national capacities for dealing with AIDS.

62. Under the current economic circumstances, rationalizing social spending and increasing the efficiency of social investment are priorities in the effort to achieve a more equitable distribution of the benefits of development, which will also be promoted through implementation of the 20/20 initiative and the preparation of a national human development report. In addition, UNDP will support the efficient, targeted distribution of government benefits to the most vulnerable population groups and will support fiscal reform as a means of improving government revenue.

63. With respect to food security, access to food is difficult for poor people and causes problems of malnutrition for school-age children and women of child-bearing age. UNDP, the Food and Agriculture Organization of the United Nations (FAO), the World Food Programme (WFP) and the United Nations Centre for Human Settlements (Habitat) are currently carrying out various projects to improve nutrition and access to food, including allotment gardens, post-harvest food distribution, school snacks and lunches, community self-management and the Vulnerability Analysis and Mapping/Food Insecurity and Vulnerability Information and Mapping System (VAM/SICIVA). These programmes and systems will continue during the sixth programme. UNDP will promote food security by facilitating access to microcredit for rural and urban populations with low earning potential and by promoting sustainable livelihoods.

64. In cooperation with the United Nations Educational, Scientific and Cultural Organization (UNESCO), UNICEF and the World Bank, UNDP will continue to promote the educational reform initiated in 1994, which focuses on the basic education

programme, pursuant to the objectives established at the World Conference on Education for All. Quality of education, achievement testing, retention of boys and girls until the end of the basic education programme, teacher training and improvement of school infrastructures and equipment are priority issues, as is the promotion of increased participation by parents in the management of their children's education in order to take advantage of existing local resources.

IV. MANAGEMENT ARRANGEMENTS

A. Implementation

65. The national execution model, introduced during the third programme and strengthened during the fourth and fifth programmes, has acquired a longer history and greater flexibility with successful project implementation. During the sixth programme, the CCF for Ecuador will continue to strengthen national execution and will use the services of the specialized agencies of the United Nations system where necessary and appropriate. Cooperation with other donors will be strengthened. In accordance with the decisions of its Executive Board, UNDP will cooperate with government agencies, organizations of civil society and the private sector. The TCDC approach, UNV and the United Nations International Short-Term Advisory Resources (UNISTAR) programme will be used wherever appropriate.

B. Follow-up and evaluation

66. At both the annual evaluations and the mid-term review, corrective measures will be taken and immediately implementable adjustments made. The tripartite evaluation meeting mechanism will continue to be used, together with follow-up visits to projects and substantive audits, in accordance with UNDP procedures. It is hoped that inter-agency missions can be used in order to address issues requiring a comprehensive approach.

C. Resource mobilization

67. The annex lists resources for the period 1999-2003, which total US$ 142,030,000,000. The strategy will be established jointly with the Government, which will select the programmes of other donors which require UNDP support services. Coordination with the various agencies, including bilateral donors, will continue to be promoted.

Annex

RESOURCE MOBILIZATION TARGET TABLE FOR ECUADOR (1999-2003)

(In thousands of United States dollars)

Source	Amount	Comments
UNDP CORE FUNDS		
Estimated IPF carry-over	658	
TRAC 1.1.1	2 010	Assigned immediately to country.
TRAC 1.1.2	0 to 66.7 per cent of TRAC 1.1.1	This range of percentages is presented for initial planning purposes only. The actual assignment will depend on the availability of high-quality programmes. Any increase in the range of percentages would also be subject to availability of resources.
TRAC 1.1.3	450	
SPPD/STS	150	
Subtotal	3 258[a]	
NON-CORE FUNDS		
Government cost-sharing	120 000	
Sustainable development funds GEF Capacity 21	17 762 of which: 17 340 422	
Funds, trust funds and other	1 000	UNDCP
Subtotal	138 762	
GRAND TOTAL	142 030[a]	

[a] Not inclusive of TRAC 1.1.2, which is allocated regionally for subsequent country application.

Abbreviations: GEF = Global Environment Facility; IPF = indicative planning figure; SPPD = support for policy and programme development; STS = support for technical services; TRAC = target for resource assignment from the core; and UNDCP = United Nations International Drug Control Programme.